Report Outline

Executive Summary
Introduction *(Mike)*
        Problem Statement
        Goals
        Criteria for Success
        General Narrative
        Program Vision and Goals
Stakeholder Input *(Deb)*
        Internal }   Summary
        External}   Narrative
Final Recommendations
        Intro *(Larry)*
        Detailed Summary (connection to "grid")
        Organizational Structure
                Existing/Proposed/Changes – <u>chart</u>
        How Recommendations Address Problems/Goals
Implementation Plan (find way to connect with "grid")
        Performance Measures Narrative w/ Reference to App. *(John)*

Appendices

Appendix A: Opportunities Matrix
Appendix B: Waste management Program Recommendations
Appendix C: Program Business Functions
Appendix D: Stakeholder Input Reports
        D1: External Stakeholder Final Report
        D2: Bert Stitt's Final Report
        ~~D3: Internal Compendium Report~~
        ~~D4: Second Internal Outreach Report~~
        Add: "Option 2" as Appendix
Appendix E: Communications Plan
Appendix F: What Other States Are Doing
Appendix G: Recommendations Grid
Appendix H: Performance Measures (Imp. Plan)
Appendix I: Division Level Issues Needing Follow-Up
(look at bottom of piece → to implementation)

Report Preparation Discussion:

- Capture ideas that will have to be further flushed out later – <u>who by?</u>
- Implementation plan details - Performance measures
- Utilize the recommendations grid to develop implementation plan add columns – s/m/l term and assignments
- Need to gather documents and sort – MIKE BY END OF THURS DRAFT (1/13/2005)

- Need to do work on narrative of recommendations
  - structure
  - management. systems. (show current vs. proposed) use this product as appendix
  - performance. measures

Executive summary – concise, appropriate level of detail & reference grids

Themes from management systems

  IT,
  Communication
  Beyond compliance-*(Sue, Dave, Larry) highlight & then put in some detail to discuss*

DRAFT TO ALL BY AM 01/14/2005

DECISION MAKING DISCUSSION – Frank lead

Set "expectations" on Decision-Making (D-M) and let WaMT determine. Get this done in the near-term implementation

<u>Issue</u>: Because of changes of redesign need to redefine D-M for the program

<u>Context</u>: Redesign Criteria bullets
1. Streamlined
2. Adaptable, collaborative
4.

<u>Guiding principles</u>:
  what & why – managers
  how – staff/teams/sections/regions
❖ Are who makes it, and conflict resolution process
❖ Timely decisions a problem – define timeline
❖ <u>Communication</u>:
  ❖   1) how do we get input from staff
  ❖ 2) and feedback to staff
  ❖ 3) tracking results
❖ Accountability for decisions is defined (managers and staff are accountable for D-M)
❖ Division Accountability 1 page summary document as starting point *(Dave H & Sue B)*
❖ Use right D-M model for the appropriate decision (from consensus ------> dictatorship)

TIMEFRAME: April 1, 2005

Other Issues that came up during the Regional supervisors conference call:

- Team work within program?

- Without teams, how will work of teams get done (implementation plan)

- Issue brief use - is it working?

IMPLEMENTATION PLAN DISCUSSION – WHAT TO IMPLEMENT AND WHEN:

Bert Stitt Report Follow Up

We agreed that these areas in his report recommendations were important. We agreed that specific action follow-up would not be recommended, that other recommendations need to incorporate these areas into them.

Organization   how is this going
Mgmt. Systems   } to foster the trust,
Touchy Feely   etc.

Trust
      define "trust"
      annual feedback w/ stakeholders
Language
Core Values
Dissonance

ITEMS TO ADDRESS IN THE REPORT AND IMPLEMENTATION
- Make sure we highlight how we have addressed trust (within WaMT, between staff/mgrs.)
- How do we give ownership to the WaMT?
- How do we (WMPR Team) review the final report (esp. w/ opportunity matrix)
- Workload implications – WaMT and communication w/ staff on trade-offs with other work
- Take on manageable pieces in the short term
- Send out Brownfields Study Group recommendations to WMPR

IMPLEMENTATION PLAN: NEAR TERM; MID-TERM; LONG-TERM CAPTURED IN IMPLEMENTATION TABLE